



DEPARTMENT OF THE NAVY

NAVAL AIR SYSTEMS COMMAND
NAVAL AIR SYSTEMS COMMAND HEADQUARTERS
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NAVAIR INSTRUCTION 5220.15

From: Commander, Naval Air Systems Command

Subj: NAVAL AVIATION DEPOT PERFORMANCE REVIEW FUNCTION

1. Purpose. To establish policy for conducting a performance review function within the naval aviation depots (NAVAVNDEPOT's).

2. Cancellation. This instruction cancels NAVAVNLOGCENINST 5220.3 of 8 August 1979.

3. Background

a. The continued success of NAVAVNDEPOT's depends largely on an effective and comprehensive management control system. Essentially, management control means directing operations in a manner that ensures the fulfillment of command goals and requirements. To provide guidance for such direction, management needs timely, accurate, and complete information on performance.

b. Department of Defense in general, and NAVAVNDEPOT's, in particular, are now being reviewed, audited, and investigated continuously by such organizations as the General Accounting Office, the Naval Audit Service, and Congress itself. Each NAVAVNDEPOT should have an organization on board prepared to provide comprehensive response on productivity, efficiency, and general effectiveness.

4. Discussion

a. Performance evaluation primarily centers on progressive measurement of expenditures of assets to gain various objectives measured against a plan. Expenditures may be employee hours or dollars, whereas the plan may be workload projections, funding budgets, completion schedules, labor standards, etc. Evaluation is an essential tool of management. Without this yardstick of productivity, NAVAVNDEPOT management could be significantly less effective in the timely detection of problem areas or anomalous trends and in instituting proper corrective actions. The principal objective of performance evaluation is the systematic observance of all production and supporting program expenditures to spotlight problems as they occur. Achieving this requires the design, implementation, and operation of management control systems and techniques that utilize applications of modern management systems, including statistical inference, computer assisted mathematical modeling, and other methods of applicable quantitative analysis, to present NAVAVNDEPOT managers with timely, accurate, and complete information.



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b. In tandem with the necessity for overall evaluation of performance is the continuing need for detecting, investigating, and correcting the specific day-to-day problems that erode productivity. This requirement includes locating and defining operational weaknesses and recommending remedial actions to management. The sphere of activity covers all processes that impact the quality of productivity. Thus, the investigation of production shortfalls extends from performance on the bench to the efficiency of current industrial techniques. Formal investigations should be completely documented. It is mandatory that the findings be entirely factual, be subjected to careful analysis, and the facts concurred by personnel responsible for the operations. In this way, conclusions and recommendations based on investigations attain the highest possible credibility which, in turn, leads to the most effective management responses.

5. Policy. Timely, accurate and discerning measurement of productivity plus constructive investigation of operational deficiencies are vital to effective management and mission execution. Accordingly, NAVAVNDEPOT's will assign a high priority to establishing and carrying out a continuous program of comprehensive performance review.

6. Action. NAVAVNDEPOT's will ensure the effectiveness of a continuous performance review function and will include, as a minimal requirement, the following:

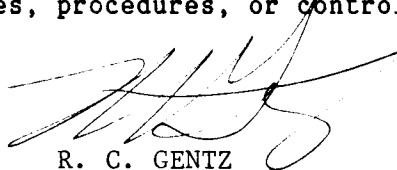
a. The examination, evaluation, investigation, analysis, and reporting of performance effectiveness and efficiency, as required, or requested.

b. The creation and production of concise, timely, accurate, and tailored informational packages that assist managers in making day-to-day operational decisions and in formulating long-term policies.

c. The identification and in-depth investigation of specific operational problems and unusual or marginal performance trends and the generation of recommendations for required corrective actions.

d. The conduct of long-range analytical studies designed to improve productivity.

e. The presentation to high-level management officials of findings and specific recommendations involving operational problems or the impact of existing or proposed policies, procedures, or controls on productivity.



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